



VIRGINIA DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

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AHRS PERIODICAL

Office of Agency Human Resource Services

Statewide Pay Action Summary Report January – March 2004

Pay Action	# Actions	# Pay Adjustments	Ave. % Adjustment
Promotions	377	373	14.32%
Demotion – Voluntary	67	31	-12.09%
Demotion – Disciplinary	5	5	-7.80%
Role Change – Upward	212	197	8.59%
Role Change – Lateral	202	30	7.18%
Role Change – Downward	24	8	-8.81%
Voluntary Transfer – Competitive	577	409	9.43%
Vol. Transfer - Non-Competitive	198	27	3.32%
Temporary Pay – All Reasons	253	253	10.19%
End Temporary Pay	157	157	-9.39%
Competitive Salary Offer	46	46	13.88%
Reassignment within Band	33	-	-
Adjust Special Rate	71	71	2.18%
IBA – Change in Duties Increase	341	341	7.83%
IBA – New KSAs/Competencies	298	298	8.59%
IBA – Retention	124	124	7.02%
IBA – Internal Alignment Increase	703	703	6.62%
Bonus – Change in Duties	73	73	1.98%
Bonus – Internal Alignment	1	1	8.48%
Bonus – New KSAs/Comp.	36	36	3.69%
Bonus – Retention	10	10	3.50%
Bonus – Recognition, Monetary	228	228	1.10%
Bonus – Sign-On	7	7	1.38%
Bonus – Non-Monetary	31	31	.21%
Bonus – Recognition Leave	83	83	-
Bonus – Project	5	5	6.38%
Overall Approximate Totals	4162	3547	3.38%

The average pay increase was 6.29%

The average pay decrease was -9.52¹

¹ Workforce Planning and the Periodical's Pay Action Summary data may vary within the same reporting period based on the timing of data runs, agency retraction requests, and the manual review and extraction of erroneous PMIS entries.

COMPENSATION PERSPECTIVES

Compensation Reform Survey Results

Last November, agency human resource directors had an opportunity to participate in an online survey of the compensation system. The survey was designed to solicit opinions about the various components of the system and suggestions for improvement. Fifty-three directors participated.

A clear majority (> 55%) of participants indicated that the current system:

- Improves an agency's ability to attract, retain and motivate its work force.
- Provides for person-based rather than position-based compensation decisions.
- Provides relevant salary data to agencies making it easier to assess competitive pay rates and make salary determinations.
- Bases employee compensation on management-driven decisions rather than rule-driven requirements.
- *Does not* provide a stable funding mechanism for salary administration.
- Provides agencies with tools that improve their ability to attract, retain, motivate and reward employees.
- Allows for flexibility in the administration of employee pay.
- Provides effective support for recruitment, employment, layoff, and related policy decisions.
- Helps relieve salary compression and salary alignment issues.
- Provides flexible Job and Salary Structures that enable a more cost-effective expenditure of salary dollars.
- Provides greater consistency in salaries assigned to the same or similar work.
- Simplifies the process of position classification and job evaluation.
- Provides opportunities for career growth without having to change positions.
- Helps target salary increase dollars to specific employees where labor market competitiveness is critical.
- Helps managers identify individual and/or team objectives and measures that are linked to the agency's mission and strategic objectives.
- Promotes employee and career development by creating an environment of learning and quality improvement through training, coaching, counseling and mentoring.
- Provides for open and honest periodic evaluations of employees' performance.

Members of the Implementation Management Team (IMT) will review survey results over the next several weeks to identify priorities for making adjustments or fine-tuning the program.

Human Resource Directors can obtain a complete copy of the survey results from their assigned AHRS consultant.

**Roles With Highest Turnover (16% or Higher)
With 50 or More Classified Employees**

July - December 2003 (Annualized)

Role Title	Employees	Turnover
Retail Specialist I	76	55.3%
Direct Service Associate I	80	32.7%
PR & Marketing Specialist II	86	27.9%
Security Officer I	68	26.5%
Licensed Practical Nurse	610	25.3%
Lab & Research Technician	107	24.4%
Lab & Research Specialist I	354	24.3%
Education Coordinator I	114	22.9%
Direct Service Associate II	3670	22.8%
Direct Service Associate III	877	22.6%
RN II/Nurse Practitioner I/Physician's Asst	727	22.0%
Transportation Operator I	92	21.7%
Retail Manager I	168	20.2%
Trainer Instructor II	698	19.5%
Retail Specialist II	244	18.8%
Trades Technician I	267	18.8%
Registered Nurse I	675	18.7%
Health Care Technologist II	77	18.2%
Education Support Specialist I	111	18.1%
Food Service Technician II	123	17.9%
Education Administrator III	56	17.8%
Therapist II	57	17.5%
Admin and Office Specialist I	58	17.4%
Stores & Ware Specialist II	150	17.3%
PR & Marketing Specialist III	186	17.2%
Food Service Technician I	548	17.2%
Counselor I	94	17.1%
Media Specialist II	129	17.0%
Security Officer II	130	16.9%
Natural Resource Specialist III	119	16.9%
Security Officer III	7089	16.8%
Housekeeping &/or Apparel Worker I	1537	16.6%
Trainer Instructor I	223	16.2%
Total Employees	19,592	

2003 Statewide Distribution of Performance Ratings

Extraordinary Contributor	13.5%
Contributor	86.2%
Below Contributor	0.2%

Previous Years

2002

Extraordinary Contributor	11.1%
Contributor	88.6%
Below Contributor	0.2%

2001

Extraordinary Contributor	8.8%
Contributor	90.9%
Below Contributor	0.3%

Updates

Facelift for Online Policies

DHRM's Policy Office is in the process of updating online policies in order to:

- Incorporate previously published changes;
- Eliminate obsolete language and references;
- Make our policies easier to read and print.

This process does not involve substantive changes to the content of policies.

Several policies are under formal review. Please send questions or comments regarding the continuous review process to policy@dhrm.virginia.gov

Our goal is to provide practical information that supports human resource objectives across the Commonwealth and to encourage innovative strategies in the management and delivery of agency services.

To tell us what you would like to see featured in upcoming issues email us at compensation@dhrm.state.va.us or policy@dhrm.state.va.us

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